

**Figure 12.5****Advocacy versus Inquiry in Small-Group Processes**

	<b>Advocacy</b>	<b>Inquiry</b>
<b>Concept of decision making</b>	A contest	Collaborative problem solving
<b>Purpose of discussion</b>	Persuasion and lobbying	Testing and evaluation
<b>Participants' role</b>	Spokespeople	Critical thinkers
<b>Pattern of behavior</b>	Strive to persuade others Defend your position Downplay weaknesses	Present balanced arguments Remain open to alternatives Accept constructive criticism
<b>Minority views</b>	Discouraged or dismissed	Cultivated and valued
<b>Outcome</b>	Winners and losers	Collective ownership